

NAVEDTRA 37302I

BULLDOG

NROTC FIELD TRAINING MANUAL

PREFACE

The Field Training Manual has been prepared to serve as a guide for Marine Option Midshipmen and MECEP students who will participate in Officer Candidates School (BULLDOG).

Reviewed _____

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QUANTICO HISTORY

Quantico, the heart of development and military education for the United States Marine Corps, is located on a 62,000 acre tract of land along the Potomac River in northern Virginia. Its name means "by the large stream," a term used by Indians who once lived there in the wooded Virginia hills.

Its military history dates back to 1775, with the Commonwealth of Virginia establishing a Navy of 72 vessels and utilizing Quantico as a base of operations for the fleet.

During the Civil War, Confederate gun batteries located at Quantico blocked the shipping lane of the Potomac River, blockading the Federal capital for a long period of time.

Marine Corps interests in Quantico began in 1917 as U.S. participation in World War I became imminent. At that time Major General George Barnett, 12th Commandant of the Marine Corps, ordered a new training camp established that could house 7,500 Marines. The main criteria for the site was that it had to be on land lying next to a body of water and suitable for troop maneuvers and target practice.

A 5,300 acre tract meeting all the specifications was found at Quantico, approximately 35 miles south of Washington, DC.

The first Marines arrived at Quantico on May 14, 1917, after transfer from the Annapolis, Maryland, Marine Barracks. They were joined later by a light artillery battalion and the 6th and 8th Marine Regiments. The units were known as the Advanced Base Force.

Throughout World War I, thousands of Marines trained at Quantico, including the famed 4th Marine Brigade which later served in France.

In December 1918, the Quantico site was purchased, and the Secretary of the Navy authorized the Marine Corps to develop Quantico as a permanent base.

The Marine Corps Schools, forerunner of the present Marine Corps Combat Development Command (MCCDC), were established at Quantico in 1921, when Major General John A. Lejeune, 13th Commandant of the Marine Corps, decided that existing educational facilities for Marines were inadequate.

The 1920's saw the transition of Quantico from a tent city to a permanent Marine Corps Base. It also saw the early realization of the idea that a war with Japan was a distinct future possibility.

To meet this prospect, it was clear that a successful offensive against the Japanese would require seizure--by amphibious assault--of a chain of naval bases and islands across the Pacific.

New concepts, new skills, and new equipment were essential requirements in order to accomplish this. Quantico, well equipped to undertake and develop the necessary plans for such a task, became the focal point of amphibious warfare development.

By 1935, Marine Corps Schools completed a "Tentative Landing Operations Manual," which was adopted intact by the U.S. Navy in 1938. In 1941, the U.S. Army borrowed the text verbatim when it issued its first amphibious manual.

Equipment for the implementation of the amphibious manual was developed at Quantico by the Marine Corps Equipment Board. The forerunner of the Marine Corps Systems Command, this agency assumed leadership in the development of new devices needed to conduct and support military operations across the natural barrier presented by a shoreline.

Among the new developments and ideas formulated at the time was the concept of close air support for troops on the ground. Under this concept, the commander of a ground unit could call for air support to deliver aerial ordnance on enemy targets, including those near his own position. This doctrine is very much alive and in use today.

Meanwhile, the Advanced Base Force had become the East Coast Expeditionary Force in 1921, and the Fleet Marine Force in 1935. It played its part in amphibious development by putting to practical test the doctrines and equipment evolved and invented respectively at Marine Corps Schools and the Equipment Board.

As a result of the pioneering work of the Marine Corps in the 1920's and 1930's, the United States was ready for amphibious warfare which later made possible the invasion of North Africa, Europe, and the sweep across the Pacific during World War II.

With the move of the Fleet Marine Force in 1941 from Quantico to Camp Lejeune and Cherry Point, North Carolina, the principal mission of Quantico became the individual education of Marines as distinguished from unit training.

The advent of World War II greatly accelerated the growth and pace of Quantico. In 1942, some 50,000 acres west of U.S. Highway 1 were added to the base to provide much needed maneuver, firing, and bombing ranges.

During the war, 15,000 second lieutenants were commissioned at the schools and another 20,000 Marine officers received specialized and advanced training at Quantico. In addition, officers from the Army, Navy, and allied countries also studied at Quantico.

With the end of World War II and the advent of the nuclear age, Marine Corps Schools introduced a new amphibious concept--one that would improve conventional landings as well as operations involving the possible use of atomic weapons.

This new concept was based on the helicopter. This experimental aircraft offered a rapid means of moving troops from scattered ships to shore, while allowing the fighting men to bypass heavily defended beaches and attack them from the rear.

To help test this concept, Marine Helicopter Squadron One (HMX-1) was established at Quantico in 1947.

In 1950, Korea became the proving ground for the techniques developed. During the bitter fighting there, entire Marine battalions were transported to the front and regiments were frequently supplied by helicopters. Ten thousand Marines were evacuated the same way--by Marine helicopters.

The doctrines and equipment perfected at Quantico proved themselves in Vietnam.

On 1 January 1968, Quantico dropped the title Marine Corps Schools and became the Marine Corps Development and Education Command (MCDEC). The focus of Quantico was further refined when MCDEC became the Marine Corps Combat Development Command (MCCDC) on 10 November 1987.

In addition to developing contemporary military doctrine and tactics, Quantico offers progressive education at the basic, intermediate, and career levels for Marine officers as well as military professional education for Marine Corps staff noncommissioned officers. Further, the Combat Development Command was proactive in the evolution of doctrine, techniques, and training which contributed substantially to the success of Operation Desert Storm in Southwest Asia in 1991.

From its inception, the Marine Corps has recognized that professionally trained and highly motivated individuals are needed to guide the organization. Leadership has been and will always remain the watchword of the Marine Corps. All activities at Quantico are geared toward developing and strengthening that quality, particularly in Marine officers.

Today, the Marine Corps has reduced its ranks to a hard core of dedicated men and women. People of conviction who seek a challenging career are being chosen to fill the ranks. At Quantico the education and development of new officers begins. From this touchstone, they step off as "Officers of Marines" to meet the challenges of command which await them in today's Marine Corps.

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CHAPTER I

GENERAL

1. MARINE CORPS COMBAT DEVELOPMENT COMMAND, QUANTICO, VIRGINIA. Summer training for Marine Corps officer candidates is conducted at the Officer Candidates School, Marine Corps Combat Development Command, Quantico, Virginia. Most of the formal officer schools of the Marine Corps are located at Quantico and include: The Marine Corps War College, Amphibious Warfare School, The Basic School, Communication Officers School, and Computer Sciences School. Here, also, is the Marine Corps Systems Command. It is assigned the mission of developing and evaluating equipment and recommending the acquisition of items for employment with Marine forces. Marine Corps Combat Development Command is the home of HMX-1, the Marine Helicopter Squadron which pioneered the development and use of helicopters by the Marine Corps and evolved the tactics for their use in modern warfare. As the Presidential Squadron, HMX-1 provides helicopter support for the President of the United States.

2. MISSION OF THE OFFICER CANDIDATES SCHOOL (OCS). The mission of OCS is to train, evaluate, and screen officer candidates to ensure that they possess the moral, intellectual, and physical qualities for commissioning and the leadership potential to serve successfully as company-grade officers in the Fleet Marine Force.

a. Evaluation of leadership potential is accomplished through the use of observation reports, leadership ratings, graded examinations, peer evaluations, and various practical applications. Each candidate is placed in leadership billets and situations and is evaluated on his/her performance by supervisory personnel. This is supplemented by constructive counseling designed to assess individual performance and identify leadership deficiencies.

b. Moral qualities are evaluated commensurate with leadership qualities. Observation reports, leadership ratings, peer evaluations, and observation and counseling by supervisory personnel are designed to assess individual moral courage and conduct as part of leadership potential.

c. Physical fitness evaluation is accomplished by a progressive physical fitness program and a series of practical application tests. This program is not designed exclusively for the candidate to successfully pass all the categories of the physical fitness test, but rather is designed to evaluate total fitness. The physical condition of the candidate is evaluated by various practical evaluations which measure his/her strength and endurance.

3. REPORTING/OUTPOSTING INFORMATION

a. Purpose. The OCS summer training program is designed to evaluate the performance of the individual candidate. Therefore, the daily routine and weekly schedule experienced by the candidate will be a reflection of the training required to be accomplished, and liberty will be granted accordingly.

b. Reporting

(1) Candidates reporting for training should arrive in accordance with separate correspondence published annually for the following companies:

Golf Company (1st Increment)
Hotel Company (If Required)
Golf Company (2nd Increment)

Candidates will be directed to report on the appropriate day from 0800-1400. Candidates are advised to make every attempt possible to arrive prior to 1200 to facilitate inprocessing and integration into a platoon. Those candidates who cannot arrive by 1400 on the designated day should arrive the day prior. When provided with advance notification, Officer Candidates School will provide billeting for those candidates who need to arrive one day early.

(2) A Marine Liaison Team from Officer Candidates School will meet candidates at Washington National Airport and provide transportation to Officer Candidates School. Commercial buses depart regularly from Dulles International to Washington National Airport. The cost of the transportation, approximately \$4.50, is reimbursable. Candidates encountering problems in the Washington area may call Officer Candidates School at (703) 784-2077/2529. After working hours call (703) 784-2351/2352.

(3) Candidates should report to Officer Candidates School with the following documents: Original and five copies of their orders, ID card with social security number, health record (including a history of inoculations), and dental record. To meet financial requirements, candidates must report with a minimum of \$300.

(4) Candidates having prior service shall bring copies of all DD-214's. ECP and active duty reservists must bring their SRB, medical and dental records.

(5) All candidates who are married, divorced and/or claiming children must bring all documentation to substantiate a claim. Documents include marriage certificates, divorce decrees, birth certificates, and adoption papers. If a candidate's spouse is prior service, a DD-214 must be presented. Also rental/mortgage agreements must be brought. Candidates will hand carry these documents and present them upon initial in-processing.

c. Transportation to and from Quantico

(1) Government Transportation Request. In general, travel to Quantico should be accomplished using a round trip rail or air Government Travel Request issued by the NROTC units. Members of the NROTC are entitled to travel and transportation allowances as prescribed in Joint Travel Regulations, paragraph M-6004.2.3. Candidates will submit travel claims at OCS during administrative processing as provided by Naval Travel Instructions, paragraph 6003.3. Each student will be responsible for the safekeeping of his/her own ticket. Lost tickets or transportation requests will not be replaced at Government expense.

(2) Privately-Owned Conveyance. Candidates may travel by private automobile if they desire; however, the use of privately-owned conveyance is discouraged for NROTC students. Candidates so doing will report to Headquarters, Officer Candidates School, Building 2189, MCCDC, Quantico, Virginia. NROTC candidates desiring to bring their cars on the reservation will be required to furnish evidence of liability insurance in the amounts of: \$20,000 property damage, \$25,000 bodily injury liability per person, and \$50,000 per accident minimum. In addition, uninsured motorist insurance is required. Candidates will also be required to show a state car registration, a valid driver's license from the same state, and, if the car belongs to parents or a friend, they must furnish two copies of written permission to operate the car.

d. Clothing and Equipment

(1) Candidates should report to Quantico in appropriate seasonal civilian attire. Appropriate seasonal civilian attire is a collared shirt and a pair of trousers with belt. Civilian attire should be serviceable but not expensive/new as candidates will be clothed in civilian attire until issued military uniforms. Blue jeans, shorts and T-shirts will not be worn.

(2) Marine Corps Combat Development Command will issue Marine Corps clothing and equipment necessary for all instruction, at no expense to the individual, with exception of the material listed in subparagraphs (3) and (4) below.

(3) The items listed below are required for use during training. These items must be purchased during in-processing. The individual candidate will pay the cost of both bag issues. **No refunds or partial issues will be granted.**

(a) Small Bag Issue (approximate cost: Male-\$80; Female-\$75)

1 Soap	2 Jock Straps (males only)
2 Towels	1 Spenco Polysorb Insoles
1 Washcloth	1 Grid Protractor
1 Soap dish	1 Book of Stamps
1 pack of 3 locks	1 Loose Leaf Binder
1 Flashlight, Angle head	1 Notebook Paper
1 Batteries, set	3 Name Tapes
1 3 x 5 Notebook	1 Package of 2 Ink Pens
1 Pair Shower Shoes	1 Laundry Bag
1 Highlighter	1 Writing Portfolio

(b) Large Bag Issue (approximate cost: \$85)

1 Mouth guard	1 Nail Clipper, Large
2 Towels	1 Nail Clipper, Small
2 Pair Sweat Socks	1 Scrub Brush
1 Wash Cloth	1 Roll Cloth Tape
2 Pair Green PT Shorts	1 Can Never Dull
1 Sewing Kit	1 4 oz. Btl Break Free (CLP)
1 Shoe Dauber	1 Pair Blousing Tab (cammie)
1 Shoe Brush	1 Paint Brush
1 Large Shoe Polish	2 Pencils
1 Foot Powder	1 Campstool
1 Package of 2 Boot Bands	1 Black Marker
1 Package Q-Tips	1 Box Detergent
1 Marking Kit	1 Saddle Soap
1 Laundry Bag	4 T-shirts
1 Nail Brush	

(4) Important. **It is absolutely essential that candidates report with their own running shoes and 2 pairs of well "broken in" boots.** Boots must be issued 6 months prior to OCS to allow candidates the opportunity to train in them. Boot preparation and foot conditioning are vital and cannot be overemphasized.

e. Physical Conditioning

(1) The Marine Corps places particular emphasis on the necessity of maintaining a high degree of physical fitness. An officer of Marines must be capable of sustained activity in the face of adverse conditions. Leadership by personal example often requires that an officer perform under fatiguing conditions. With this in mind, the physical aspects of the program at OCS are demanding.

(2) The training at OCS requires physical strength and endurance. Candidates should report to OCS in excellent physical condition. Upper body strength and stamina are particularly important. Upon reporting, each candidate will be administered the Marine Corps Physical Fitness Test (PFT). Minimum standards are required, however, higher levels are necessary as training progresses. Each candidate should realize that the initial impression made on peers and the OCS staff is very important. The training schedule cannot be geared to men and women in poor physical condition. Those candidates who are content to report to OCS capable of performing only the minimum standards on the PFT will find themselves falling behind. The rigors of OCS physical training and test events require considerably more exertion than mere periodic running of the PFT.

(3) The following are historical averages for the inventory Physical Fitness Test:

<u>TEST</u>	<u>EVENT</u>	<u>MINIMUM STANDARDS</u>	<u>MAXIMUM STANDARDS</u>	<u>BULLDOG INITIAL AVERAGE</u>
Male	Pullups	3	20	15-16
	Crunches (2 min.)	50	100	93-94
	3-Mile Run	28:00	18:00	20:29
Female	Flexed Arm Hang	15 sec.	70 sec.	60-66 sec.
	Crunches (2 min.)	50	100	93-94
	3-Mile Run	31:00	21:00	24:30-25:00

It is obvious that most candidates report to OCS in a physical condition well above the minimum standards. However, experience indicates the attainment of minimum physical fitness standards will by no means ensure successful completion of the physical aspects of BULLDOG. Candidates are expected to report to OCS in outstanding physical condition.

(4) Serious blisters continue to be a problem during the first 3 weeks of training. These blisters cause candidates to lose irreplaceable training time and adversely affect overall individual training. Almost all these problems could be eliminated by candidates undertaking an intensive foot conditioning program. Candidates should be knowledgeable of proper foot care to include the wearing of two pairs of socks (one thin regular pair covered by one pair standard military boot sock), the use of Spenco inserts, and the use of moleskin.

(5) Swimming conditioning and testing are not conducted at OCS. All candidates are required to have been swim qualified in accordance with CNET Instruction 1533.12F, paragraph 405.

f. Maximum Weight Allowances

(1) As noted in the Manual of the Medical Department, U.S. Navy (NAVMEDMAN) and CNET regulations (CNETINST 1533.12) the procurement weight standards apply to initial entry applicants only. Upon enrollment, Marine Option midshipmen are required to adhere to the standards specified in MCO 6100.10B, Weight Control and Military Appearance.

(2) All candidates shall be examined during medical processing at OCS to ensure compliance with the standards established in MCO 6100.10B. Candidates found to exceed weight standards will be disenrolled as not physically qualified.

g. Outposting

(1) Training for the candidates will be conducted as prescribed in separate correspondence published annually for the following companies:

Company G (1st Increment)
Company H
Company G (2nd Increment)

(2) Outposting takes place on the final day of training. A graduation parade is held, followed by a reception with refreshments at Brown Field. Parents and guests are invited and encouraged to attend the ceremony.

(3) It is the responsibility of the candidate and NROTC unit to ensure that round trip transportation is arranged prior to reporting to OCS. Departure from Quantico should be planned for 1300 or later graduation day.

CHAPTER II

ORGANIZATION AND ADMINISTRATION

1. TRAINING ORGANIZATION. Male candidates will be organized into one 6-week training company in each increment. The female candidates will be assigned to a 6-week company which includes male and female candidates. Within the company, candidates will be further assigned to platoons and squads. The commanding officers of the companies are usually majors and the platoon commanders are usually captains. Platoon Sergeants are usually Gunnery Sergeants or Staff Sergeants. Sergeant instructors are usually Staff Sergeants or Sergeants.

2. LEADERSHIP BILLETS. Candidates are assigned leadership billets on a rotating basis to provide them with leadership experience and acquaint them with responsibilities associated with leadership. Leadership billets consist of the following:

Candidate Billets

- a. Candidate Company Commander
- b. Candidate Executive Officer
- c. Candidate Platoon Commander
- d. Candidate First Sergeant
- e. Candidate Gunnery Sergeant
- f. Candidate Platoon Sergeant
- g. Candidate Platoon Guide
- h. Candidate Squad Leader
- i. Candidate Fire Team Leader

3. QUARTERS. Candidates will be billeted in the OCS barracks. Each candidate will be assigned a wall locker and foot locker for storage of gear.

4. MESSING. Candidates will eat in the OCS Dining Facility while undergoing training.

5. PAY

a. NROTC candidates will be paid 80 percent of their authorized pay in advance by the NROTC unit. This action must be accomplished prior to arrival at OCS as no payments will be authorized for midshipmen during training. Final settlement of pay and travel claims will be accomplished by the NROTC unit. Because of the expenses that each candidate will face at the commencement of training, the necessity of each candidate reporting with a minimum of \$300 is reemphasized.

b. All MECEP candidates should be enrolled in the Direct Deposit Program and must also report with \$300 for initial expenses.

6. CLUB FACILITIES. Midshipmen and MECEP students in a training status are not permitted to use any of the club facilities: officer, SNCO, NCO, or enlisted.

7. DAILY ROUTINE. The summertime routine at Officer Candidates School commences at 0500 with reveille. Prior to breakfast, policing of the barracks is conducted. The training day is normally conducted from 0600 to 2100. Some periods of field training are conducted at night. Taps is normally sounded at 2200.

CHAPTER III

TRAINING

1. TRAINING PERIOD. The summer training period for male and female NROTC and MECEP candidates is 6 weeks in duration for both scholarship and college program midshipmen. This training period will not be extended nor will candidates be assigned to other training without prior formal approval of the Chief of Naval Education and Training (OTE1M). A waiver may be granted when the Marine Corps assumes funding responsibility for all costs associated with an extended training assignment. Candidates normally will not be permitted to leave training early for personal reasons of a non-emergency nature, e.g., football practice, summer school, or summer employment.

2. SCOPE OF TRAINING. Officer Candidates School provides basic instruction and evaluation in general military subjects, some of which are not covered by the Naval Science curriculum. Progressive physical training and practical leadership application in tactical and administrative billets are also presented. Instruction is usually given in 50-minute increments, followed by a 10-minute break. Instruction is presented by lecture, demonstration, and/or practical application, frequently employing the use of various training aids.

3. EVALUATION

a. The evaluation system provides a method and a basis for evaluating a candidate's fitness for commissioning. All candidates entering training possess the prerequisites for the program through which they seek appointment to commissioned grade. The training is directive in nature. The candidate's approach to the program, individual performance, and overall improvement provide the composite scoring for a final percentage grade. These grades determine key billet holders for parades and recipients of appropriate awards upon completion of the course.

b. Evaluation of a candidate's performance is conducted in three categories:

(1) Academics. The necessary general military subjects required to evaluate the candidate's ability to assimilate and utilize military instruction. Determines 25 percent of the candidate's final overall grade.

(2) Physical Training. Physical training designed to condition and evaluate the candidate physically and mentally for duty as a Marine officer. Determines 25 percent of the candidate's final overall grade.

(3) Leadership. Daily performance in graded and non-graded events including administrative and tactical billets assigned to determine leadership potential. Determines 50 percent of the candidate's final overall grade.

c. Certain evaluated events are assigned percentage weights based on their relevance in measuring aptitude for commissioned service. These events and their weights are shown below in their normal sequence.

<u>EVENT</u>	<u>PERCENTAGE</u>
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Academics

Weapons Performance	3
Weapons	3
General Military Subjects III	4
Tactics I	4
Tactics II	5
Compass Course Day	3
Compass Course Night	3
Subtotal:	<u>25</u>

Physical Fitness

Initial PFT	2
Combat Conditioning Course Test	6
Obstacle Course	5
Final PFT	4
Endurance Course	8
Subtotal:	<u>25</u>

Leadership

Drill Evaluation	2
Leadership III	5
Small Unit Leadership Evaluation I	5
Small Unit Leadership Evaluation II	13
Command Evaluation	25
Subtotal:	<u>50</u>
Total:	<u>100</u>

d. The grading criteria for evaluated events are set forth below:

(1) <u>PERCENT</u>	<u>RATING</u>
0-79	Unsatisfactory
80-83	Marginal
84-88	Average
89-91	Above Average
92-95	Excellent
96-100	Outstanding

(2) Eighty percent is considered to be a minimum passing grade in all areas of testing and evaluation. Minimum passing grades are considered marginal and are grounds for a candidate's appearance before an evaluation board.

4. PHYSICAL EXAMINATION. All midshipmen and MECEP candidates must report to Officer Candidates School with a complete physical examination. Units located in close proximity to military medical facilities should use those facilities to the maximum extent possible. In those cases where midshipmen have undergone surgery, sustained injuries, fractured bones, or experienced deterioration in eyesight subsequent to their program entry physical examination, a medical screening prior to their reporting to OCS must be completed. If a waiver for medical reasons was granted, a copy of the medical waiver must be maintained in the medical record. Historically, very few NROTC candidates are recommended initially not physically qualified (NPQ) upon arrival to OCS. Approximately four to six percent are dropped during training after incurring injuries; most injuries are orthopedic in nature.

a. All candidates are required to have a dental examination and ensure that all dental work is completed prior to reporting to OCS. Individuals with orthodontic appliances may train at OCS providing they arrive with mouth guards (upper and lower). Candidates may NOT be commissioned with orthodontia appliances.

b. Candidates who use eyeglasses or contact lenses must report to OCS with two pairs of eyeglasses and gas mask inserts. Candidates are not allowed to undergo training while wearing contact lenses.

c. Flight physicals will not be administered during BULLDOG.

d. The medical officer will review all medications brought to training. Candidates are requested to bring prescription medications in adequate supply for their duration of training. Over the counter medications, weight gainer and vitamins are prohibited and will be confiscated. Due to the nature of the training a determination will be made as to whether the candidate may continue to take the prescribed medication on a case by case basis.

CHAPTER IV

LEADERSHIP, CONDUCT, AND APTITUDE

1. DISCIPLINE AND CONDUCT. Self-discipline is a necessary characteristic of all Marines. Inasmuch as candidates are potential officers, they are expected to be exemplary models of good discipline. Conduct is related to discipline in that, on occasion, discipline is all that will govern whether one displays good conduct rather than bad conduct. Anything less than good professional, moral, and social conduct on the part of an officer is unacceptable.

2. LEADERSHIP TRAITS

a. The quality of leadership will be closely evaluated throughout the entire program. Leadership, evaluated by numerous and diverse methods, will be the most heavily weighted characteristic of overall performance.

b. The following officer-like qualities or traits will be observed and evaluated for each candidate participating in the summer training program:

BEARING - includes military bearing and command presence. Bearing and neatness create a positive, favorable impression. Appears composed and confident in front of troops; firm, clear voice; uses acceptable language.

ENTHUSIASM - displays intense and ardent interest while carrying out an assignment or mission. Approaches a problem with zeal and inspires others.

JUSTICE - treats others with impartiality, fairness, and equality.

PHYSICAL COURAGE - faces and deals calmly with anything recognized as dangerous, difficult or painful, instead of withdrawing from it.

TACT - directs others with a minimum of friction or resentment; considerate; courteous

INTEGRITY - is respected as one who possesses and maintains sound moral principles; is honest and sincere; trustworthy.

DECISIVENESS - makes decisions promptly and expresses them clearly and forcefully; does not become erratic under stress or in emergencies; positive.

ENDURANCE - continues to perform adequately despite distress and fatigue.

KNOWLEDGE - readily grasps technical military instruction; is alert and can impart this knowledge to others.

LOYALTY - loyal and faithful service to government, Corps, and associates, both superior and subordinate.

INITIATIVE - perceives what must be done and commences a course of action; seeks out and readily accepts responsibility; keeps informed concerning daily routine, uniform, and duty assignments; resourceful.

JUDGMENT - makes proper decisions; actions are carefully considered and not based on impulse.

DEPENDABILITY - consistent from day to day; possesses a high sense of duty and is exact in details; does the job whether being observed or not; persevering.

UNSELFISHNESS - pursues goals and interests in life with due regard and consideration for others.

MORAL COURAGE - knowing and standing for what is right in the face of popular disfavor.

3. LEADERSHIP PRINCIPLES

- a. Be technically and tactically proficient.
- b. Know yourself and seek self-improvement.
- c. Know your personnel and look out for their welfare.
- d. Keep your personnel informed.
- e. Set the example.
- f. Ensure that the task is understood, supervised, and accomplished.
- g. Training your personnel as a team.
- h. Make sound and timely decisions.
- i. Develop a sense of responsibility among subordinates.
- j. Employ your command in accordance with its capabilities.
- k. Seek responsibility and take responsibility for your actions.

4. LEADERSHIP REPORTS. Reports used within the evaluation system are the Interview Form, Evaluation Report, and the Inspection Report. Interview forms are used for billet evaluation and as a record of counseling. Evaluation reports are used for peer evaluations and peer billet evaluations. Inspection reports are completed at each inspection. All reports are filed in the candidate's record book.

5. FINAL APTITUDE REPORTS

a. General. The cruise aptitude mark for a midshipman successfully completing BULLDOG is correlated to his or her final standing within the training company. The standing is based upon academic tests, leadership evaluations, physical fitness tests, peer evaluations, and the commander's evaluation.

b. Aptitude Mark Distribution

(1) The cruise aptitude mark is determined by applying a standard distribution model to the range of OCS final standing grades established within each company. The aptitude mark distribution is published to the NROTC units with the summer training report.

(2) CMC is assigned responsibility for the following:

- (a) Distribution of the Student Training Record (composite record of OCS evaluation marks).
- (b) Assignment of cruise aptitude marks.
- (c) Preparation and distribution of the BULLDOG summer training report.

CHAPTER V

MISCELLANEOUS

1. MAIL. Mail will be distributed at least once each day except on Sunday. The mailing address of candidates will be:

Candidate _____
PLT. _____, Company _____
Officer Candidates School
MCCDC
2189 Elrod Ave.
Quantico, VA 22134-5053

2. VISITORS. Limited accommodations for overnight visitors are available at the Marine Corps Combat Development Command, and advance arrangements must be made. The Hostess House has limited facilities for this purpose. Candidates will inform prospective visitors to restrict their visits to periods when liberty will be authorized. Visitors to Officer Candidates School will be instructed to report to Headquarters, OCS (Bldg. 2189). Military personnel, e. g. Marine Officer Instructor (MOI)/Assistant Marine Officer Instructor (AMOI) must be in the Uniform of the Day. In no cases will visitors be allowed in the company area.

3. RELIGIOUS SERVICES. Religious services are held in the Post Chapel. Schedules of services are published to all candidates.

4. ARMS AND AMMUNITION. Candidates are not permitted to have in their possession on the reservation any firearms, weapons, or ammunition except that issued and used in connection with their military duties.

5. ATHLETICS AND RECREATION. The MCCDC Special Services Officer provides an athletic and recreation program for all hands. Profits from the Marine Corps Exchange sales are used to defray the expenses of this program.

6. FACILITIES OF MCCDC. Service facilities of MCCDC available to regular personnel are also available to candidates. These conveniences include: Marine Corps Exchange, post office, tailor shop, gas station and barber shop.

7. LIBERTY/LEAVE

a. Liberty is constrained by the training schedule and medical quarantine. Liberty will normally commence with the end of training on Saturday (about 1400) and secure Sunday evening (about 1600), at the commanding officer's discretion.

b. Appropriate civilian attire is required for liberty. Blue jeans, denims, collarless shirts, shorts, athletic shoes, etc., are not considered appropriate attire and should not be brought to OCS. Civilian attire, at the minimum, should be of the same quality and conservative style as the uniform of the day.

c. At those times when liberty is granted in excess of 24 hours, personnel may visit any location within a 300 mile radius of Marine Corps Combat Development Command.

d. Leave is granted on an emergency basis only.

APPENDIX A

CHECKLIST FOR REPORTING TO BULLDOG

1. Each midshipman must arrive with the following items:
 - a. Three Hundred dollars in cash or traveler's checks.
 - b. Original and five copies of orders.
 - c. ID card.
 - d. Health record (including record of inoculations).
 - e. Dental record.
 - f. Leave and earnings statement (if required).
 - g. Appropriate documentation if claiming dependents.
 - h. Means of return trip home (rail, air, or bus ticket, POV, etc.).
 - i. Two pairs of boots (broken in).
 - j. One pair of running shoes (broken in).
 - k. Two sets of appropriate civilian attire.
 - l. A positive frame of mind to excel in training.

APPENDIX B

MOI's GUIDE FOR PREPARING MIDSHIPMEN AND MECEP's FOR BULLDOG

1. The BULLDOG program of screening and evaluation requires that midshipmen report to Officer Candidates School properly prepared to undergo the rigorous course. Each midshipman must possess a positive mental attitude toward the course, stamina and physical fitness, and a working knowledge of certain general military subjects. Preparation must be accomplished in such a manner as to enhance OCS's ability to conduct appropriate screening and evaluation. Preparation which teaches evaluated events or designed to give students solutions to evaluated events will hamper the screening process and is strictly prohibited.

2. The BULLDOG course is challenging and demanding. The midshipmen should be aware of the requirements that will face them during the course. Midshipmen graduates of BULLDOG should be used to instruct those preparing to go, of the rigors of the screening process. Marine Officer Instructors should carefully evaluate each midshipman's leadership qualities so that points of weakness can be improved upon before reporting and strong areas are made known so that they can be emphasized. Most importantly, the midshipmen should realize that only the individuals who have the self-discipline to properly prepare for the course and the determination to complete it will be successful at Officer Candidates School.

3. The objectives of the pre-BULLDOG physical conditioning program are to provide the necessary stamina, upper body strength, and running ability that will permit a midshipman to advance to the evaluation stage of BULLDOG, and to lessen the danger of injury during the initial phases of training. The BULLDOG summer training program is sufficiently strenuous that each midshipman must be in excellent physical condition in terms of health, physical strength, and stamina prior to reporting. It is important that the midshipmen understand that this physical conditioning program begins in the autumn of the year preceding BULLDOG and ends the day prior to reporting. The pre-BULLDOG physical conditioning program consists of four elements:

- a. Physical Fitness
- b. Foot Care
- c. Weight and Appearance
- d. Stamina

While the conditioning programs which are developed may vary from instructor to instructor, adequate attention must be paid to each point listed above. Standards for physical fitness are defined in MCO 6100.3J. The contents of this order should be carefully reviewed.

4. BULLDOG is a single 6-week evaluation course, conducted at an accelerated pace compared to the Officer Candidate Class (OCC); consequently, midshipmen and MECEP students must arrive with basic knowledge in order to meet course requirements. This will permit the testing, evaluation, and screening of the midshipmen and MECEPs to be on a level with that of other OCS programs. Furthermore, it will ensure a standard foundation of knowledge for all Marine lieutenants who have completed OCS.

5. Adherence to the guidelines established in this publication will allow a fair and equal evaluation of all candidates at OCS. The evaluation depends largely on written examinations and practical application tests. Instruction inconsistent with these guidelines will degrade the effectiveness of the OCS screening process and is prohibited.

6. This guide is general in nature to provide the Marine Officer Instructors the maximum amount of flexibility for conducting training. This training should be done on a practical basis.

7. Training Guide

a. Physical fitness and conditioning, stressing endurance and total body fitness, circuit training, roadwork, and "fartleks" should be used to augment standard running and upper body development. All candidates must successfully negotiate the rope climb prior to arrival at OCS, with technique being emphasized over strength.

b. Sample SULE problems, practice tests, and other "gouge" may not be taught to midshipmen. Only the basics should be introduced and stressed so as to allow a true screening and evaluation of officer candidates. The primary focus of OCS preparation should be physical and mental training.

c. LOAD BEARING forced marches are absolutely essential to prepare legs and feet as well as add to endurance.

d. Basic land navigation to include use of the compass and fundamental map reading.

e. Basic fire team tactics to include organization and formations.

f. Nomenclature, assembly, disassembly, and functioning of the M-16.

g. Close order drill with the M-16.

h. General military subjects, particularly Marine Corps history.

i. Five paragraph order and its use.

NOTES FROM OCS AND THE GOLF COMPANY COMMANDERS

Officer Candidate School changes each year as new ways to do business are tried, new CO's take command, and new staffs work out the "kinks" in their companies. Often, the candidates suffer because they have listened to those midshipmen and MECEP's who have gone before them. I encourage each unit to forget almost everything they have heard and start over again by using this information.

REPORTING

Candidates showed up to Company G in poor physical condition. There were over a dozen who were just plain fat. When the initial PFT was run, a little more than 10% of the company was below 225.

There is always a factor of nervousness to be taken into account during the initial week, but the candidates whom I saw showed me that many were simply not prepared.

Several candidates showed up with extenuating circumstances (pregnant wives, recent surgery, etc). These candidates could have easily gone 2nd increment or the next summer had MCRC(ON) been called. Some of them made it, but some did not. As a rule, I would not recommend sending anyone who has any situation that might negatively affect performance.

Gear lists are changing each year. BOTTOM LINE: Midshipmen will be issued six (6) sets of utilities plus t-shirts, drawers, etc and two (2) pair of boots. MECEP's will NOT receive an additional allowance. MECEP's need to show up with six (6) sets of utilities with the nametapes removed (USMC and name tag, to include trouser name tag). The "large bag" and "small bag" are issued to all hands and must be paid for when issued. Checks or traveler's checks are fine for this. Total cost is about \$300. The gear issued consists of locks, pens, paper, foot powder, shave kit, etc.

The following gear is allowed at OCS, and may help the candidate to get underway:

- Cover block
- Lamination paper ("cold")
- Map pens
- 10-12 wire coat hangers
- 2 extra sets of USMC PT shorts (the candidates will go through what is issued very quickly)
- 2-3 extra brown t-shirts for PT

****The ability to wash clothing is very limited, so additional skivvies, t-shirts, socks, etc will be a big help.**

The following gear should NOT be brought to OCS:

- Civilian shorts of any kind
- Jeans
- Civilian tennis shoes of any kind (except running shoes for PT)
- Vitamins, cold medicine, etc
- Contact lenses (not authorized at any time at OCS)
- ****change from last year

TRAINING

TACTICS

There is a myth that OCS does not want MOI's to train the candidates on the 5-paragraph order, squad tactics, squad formations, etc. This is not so. OCS wants us to prepare the midshipmen in these areas. They have no problem with our teaching the 5-paragraph order in detail. They also want us to teach our midshipmen how to move in a squad (or fire-team) wedge, column, echelon, line, etc. The only time OCS has a problem with MOI's is when they teach Small Unit Leadership Evaluation (SULE). By this, I mean telling the candidate the exact grading criteria, such as; "Don't forget to check the position of your

automatic weapons, then give a report to the evaluator.” If we start telling the midshipmen how the evolution is actually run and graded, then there are obvious problems. Again, training hard on how to write an order and issue it, how to move in a formation, etc is not only OK, it is REQUIRED for Company G to run smoothly. This is directly from the Coordinator of Student Affairs at OCS,

LAND NAVIGATION

In short, the midshipmen are very poor at land navigation. They have only limited opportunity to practice this skill at OCS, so any training they can receive on pace count, drift, how to hold the compass, etc is good. Most MOI's do not have a chance to get actual hands on land navigation training at their unit, but simply placing hands on a compass will help a great deal.

DRILL

Most of the midshipmen did fine at drill, although more practice would be helpful. It is not the actual drill evaluation that is important, it is the leadership evaluation which is quickly drawn about those who can or cannot drill. A well-drilled candidate stands out as one who has discipline and “presence.” I think this area is an easy place to improve the quality of NROTC midshipmen.

CONDUCT

Plain and simple, the NROTC midshipmen were not as disciplined as those from other units on a day to day basis. Because they are used to seeing drill instructors and conducting formations, they tended to be lax. For example, on any given day, NROTC candidates would lose their bearing and call each other by first names, give “high fives” for a job well done, not move to the position of attention in a timely manner when speaking to a senior officer, etc. A push by the MOI's to remind them that there is a huge difference in the way things run at all of our NROTC units and the way they run at OCS will help.

Colonel Le Hockey was very helpful to Company G during the summer of 1998. He allowed all AMOI's to serve in Company G (except one who was sent to Company L in return for the permanent personnel Company Gunnery Sergeant). This assists the company to run smoothly in that AMOI's know what midshipmen have already learned, etc.

The drawback with the AMOI's is that the midshipmen are used to them “turning on the heat” during pre-bulldog, and they don't respond well during OCS. This is NOT a swipe at the AMOI's. They are doing their job in a terrific manner both at the units and at OCS. It is a swipe at many candidates who fail to realize that OCS is for score. Some midshipmen simply pretend they are the University of X, and carry a lackadaisical attitude toward the Drill Instructors. The problem comes when a non-AMOI grades midshipmen on any given event. The non-AMOI has NO patience for a perceived lack of respect.

Liberty will be granted starting the 3rd weekend, not the 2nd weekend. This is subject to change by the CO, OCS. The NROTC candidates conducted themselves in a superb manner during 1st increment. Some did, however, forget that liberty call did not mean “go be a civilian” for a weekend. They often came back in a “back on the block” mode which doesn't sit well with the OCS staff.

The CONDUCT portion is not designed to throw rocks at our midshipmen. It is designed to remind everyone that there can be a sense of animosity between OCS permanent personnel and Company G. Colonel LeHockey did a great deal to put us back on an even playing field with all the other companies, so

we need to ensure that our midshipmen don't think that because Company G has a 10% attrition rate, that OCS is a "done deal."

PT

Company G will run in tennis shoes only 3-4 times in 6 weeks. We do very little upper-body work. Most PT days are evaluations or preparation for evaluations. There is no time at all to get in shape. Every candidate complained that PT was too easy and they are right. There has been a conscious decision to TEST Company G and Company E (PLC Sr) rather than PT them.

Hikes were basically good. I had very few problems with heat and feet. I recommend "Bates Lights" boots for all PT events and hikes. Two sets of boots are optimum, but "Bates Lites" boots may NOT be worn in garrison at OCS.

MECEP

The MECEP's did well, but had no better attrition rate than the midshipmen. As a general statement, many of them had the idea that OCS was a "check in the box" or a "given." I had many do great, and I had many do poorly. As a general rule, though, they were not as well prepared physically or mentally as I would have expected Corporals and Sergeants to be.

PAY

No midshipmen will be paid at OCS. The unit will pay him before he leaves. MECEP's continue to draw pay as always.

APPENDIX C

INFORMATION PERTAINING TO MECEPs

1. In general, the information contained in Chapters I-V pertains to MECEPs as well as to midshipmen. The exceptions are administrative requirements which are unique to the individual's status within the respective NROTC or MECEP programs, as opposed to his or her status as a candidate (e.g., pay versus training). The information in appendices A and B pertain to MECEPs as well.

2. The following information is unique to MECEPs because of their active enlisted status:

a. Reporting Uniform. Enlisted Marines reporting for training will not wear a uniform. Appropriate seasonal civilian attire should be worn when reporting to OCS (i.e., short sleeve shirt, slacks, and comfortable shoes with at least one clean change (see Chapter I, paragraph 3d)). MECEPs should carry one "C" uniform to wear in case of emergency. Report in early on the day specified in the orders.

b. Military Clothing. Each MECEP should bring the following clothing items:

- 1 raincoat
- 4 sets of camouflage utilities
- 2 utility covers
- 2 pairs well broken-in boots (3 is optimum) (1 pair highly-shined)
- 6 T-shirts
- 6 skivvie shorts
- 6 pairs green socks
- 3 web belts w/brass buckles

MECEP students are required to maintain a full uniform issue, as directed by MCO P10120.28 (Individual Clothing Regulations), from which the aforementioned items should be drawn. MECEP students will NOT receive a uniform issue at OCS.

c. Personal Finances. Each MECEP's personal financial circumstances are different but the following helpful hints can be used by MECEPs:

- (1) Arrange all personal financial transactions before reporting to OCS.
- (2) Do not stop BAQ when departing for Quantico.
- (3) Bring \$300 in cash or traveler's checks when reporting in. Any additional clothing items needed from cash sales will be in excess of the required \$300.